



**Sustainability Plan**  
January, 2005

**Valley of the Sun Clean Cities Coalition**  
**Maricopa County, AZ**

## **Introduction**

This living document is to be used and revised frequently by the Executive Director of the Valley of the Sun Clean Cities Coalition. It defines a set of strategies to move the Coalition toward long-term financial independence and, where possible, the responsible parties.

The ideas here are the result of a Board of Directors brainstorming session held at the offices of the Salt River Project in Phoenix, AZ on January 6, 2005. In attendance were: Executive Director William Sheaffer, Board Chairman Mark Riley (Clean Energy) and Board Members Tom Campbell (Parnell USA), Israel Garza (SRP) and Charles Johnson (City of Peoria). The meeting was facilitated by John Hamon of Thomason & Associates under contract with NREL.

## **Discussion Areas**

Our discussion focused on four key areas. They are:

- **Community Advisory Boards**
- **Membership**
- **Improve “Curb Appeal”**
- **Fundraising Strategies**

Each of these topics is discussed below. In the end, most of our time was spent in discussion of Community Advisory Boards and Improving “Curb Appeal.”

## **Community Advisory Boards**

The single most important means to expand VSCCC’s influence and thereby, its long-term financial support, is through the use of Community Advisory Boards (CABs). CABs are loosely formed groups of people who contribute their influence and credibility to the organization. Members have no governance role in the Coalition and are not asked to make a large time commitment. Typically, they are called upon no more than a few times per year.

CABs are often composed of local luminaries who attract attention to the organization and whose name can be “dropped” in brochures, web sites and letterhead. They can also add money or connections to money, organizational depth or specific expertise. They may also be called upon for specific projects—for example, to provide a legal or business opinion, participate in a golf tournament or to host a fundraising event. A useful analogy is that while the Executive Director is the skipper of the ship and stakeholders its crew, CAB members are passengers who are along for the cruise. Therefore a limited amount of work should be expected from this group of people.

Potential CAB members include:

- Prominent citizens and local luminaries (Sports figures, actors and rock stars. Alice Cooper is an excellent example. Cooper’s town would be an excellent event location)
- Corporate/civic leaders (corporations, elected officials, prominent entrepreneurs, etc.)
- University officials (ASU, Gateway, etc.)
- Professional fundraisers (affiliated with Phoenix Art Museum, Phoenix Symphony, etc.)
- Maricopa Air Quality and ADEQ officials

### *Community Advisory Board Conclusions*

We discussed a variety of possible CABs, including Corporate Outreach, Education Outreach, Air Quality Monitoring and Fundraising. We concluded that two most important boards to develop are Corporate Outreach and Education Outreach.

*Corporate Outreach:* Board Chairman Mark Riley will lead the effort to recruit interested business leaders. Public speaking opportunities that include a request to “get involved” – e.g., host a golf tournament or other fund-raisers, are essential.

- Large corporations are highly desirable, both for their prestige and grant/funding power. Included on this short list are Swift Transportation, Intel and Motorola
- Bill Sheaffer has developed an extensive list of local company contacts that should be worked
- Target business roundtables—Rotary Clubs, entrepreneur clubs, etc. to identify interested and motivated business leaders

*Education Outreach:* Executive Director Bill Sheaffer will spearhead this activity.

- Bill is excited about the new president at ASU and believes that he may desire to “make his mark” in the community
- There also interesting possibilities with the graphic arts departments at Gateway Community College or DeVry Phoenix (see “Curb Appeal” below)
- There is also the possibility of collaboratively developing K-12 educational programs

### *Community Advisory Board Messages*

Our message to the community is that VSCCC exists to reduce dependence on foreign oil and to improve air quality in metropolitan Phoenix.

*Air Quality:* Phoenix continues to be among the fastest-growing and most populous cities in the U.S. The area will continue to be attractive to business as long as we are able to maintain a high quality of life. Air quality is a critical element. Las Vegas, our neighbor to the north, has the highest rate of adult asthma in the U.S. It is essential that we maintain the beautiful blue skies for which our city is known. The public needs to understand our non-attainment status and its implications.

*Energy Independence:* Not only is energy independence a key security issue for the U.S., it is especially relevant to Phoenix area. Energy is a critical vulnerability: we have no in-state energy production capacity and are completely dependent on a single pipeline from California to supply our petroleum. Excitingly, Maricopa County already leads the nation in petroleum displacement, but there is much more that we can do.

*Clean Cities Legislator Breakfast:* A very exciting development is VSCCC’s Clean Cities Legislator Breakfast, to be held February 24, 2005 in front of the Arizona House of Representatives. It will be very helpful in reaching out to legislators, and may also form the nucleus of a Legislative Outreach Board if VSCCC is inclined.

### **Membership**

VSCCC currently has a membership dues structure in place with approximately a dozen dues-paying members. There are another dozen or so stakeholders who should be paying dues.

The Coalition has developed an informational piece that details the benefits of membership. Our discussion focused principally on the desire to increase the value proposition for membership.

We agreed that the benefits of membership could include:

- Grant assistance (members only)
- Summary and link from the VSCCC web site to the member's website (members only)
- Technical resources
- Periodic newsletter
- Stakeholder meetings and events (peer exchange)
- Research and educational resources
- Career advancement opportunities, including job networking and community/volunteer service

*Leadership:* Tom Campbell will drive new member recruitment.

We also discussed the possibility of having a booth or other presentation at the Rocky Mountain Fleet Managers Association meeting to solicit new members, but we reached no firm conclusions.

### **Improve “Curb Appeal”**

It's important that VSCCC maximizes its “curb appeal.” Increased, broader interest in VSCCC is directly related to a clearly communicated statement of purpose and well defined objectives. As Yogi Berra is reputed to have said, “People who don't know where they're going better watch out, 'cause they might not get there.” The point is: we all want to be on a winning team that has clear and achievable objectives.

We discussed three areas in this regard:

#### *Mission Statement:*

Bill Sheaffer will create a succinct Mission Statement from the Ends Policies that we defined in our *Governance Policy*.

#### *Ends Statements*

Mark Riley will facilitate one or more Board of Directors Meeting to define:

- *2005 Ends Statement:* What ends are we seeking to realize in 2005? In keeping with our adopted Governance Policy, it will be the responsibility of the Executive Director to determine the means by which we will achieve these ends.
- *2 & 5 Year Ends Statement:* Similarly, what are our larger objectives for the next several years?

These are to be used as the basis for our website, brochures and presentations to the community. We discussed enlisting the assistance of Alex from Valley Metro Rail in developing the our pitch presentation, given that she is such an effective public speaker.

#### *Better Web Site*

Next to the discussion regarding Community Advisory Boards, this drew the greatest interest and attention from our group. There was a general consensus that improving our web site could be combined with a more complete identity design of graphics and templates to support the coalition in all of its collateral material.

#### *VSCCC Design Scholarship*

The group was particularly enthusiastic about partnering with a local college or university to develop a stronger web site and graphics. We will offer a \$500 scholarship as the prize in a competition at DeVry Phoenix or Gateway Community College. Students will submit their logo/identity and web site designs. An as-yet undetermined group at VSCCC (the Board?) will select the winner and award the prize. There are several key benefits:

- A competition provides a great entrée to begin our Education Outreach programs
- VSCCC will get an identity design and web site for a very low cost
- Students will compete for a real financial reward
- Students will have a live website and collateral to use for their portfolios
- Students will have an opportunity to learn more about VSCCC and its objectives
- VSCCC can gain publicity by announcing the competition, announcing the winners and holding an awards ceremony.

*Leadership:* Tom Campbell will contact DeVry; Bill Sheaffer will talk to Gateway. We need to get started ASAP.

#### **Fundraising Strategies**

We spent relatively little time discussing fund raising strategies, after it was agreed that the development of a powerful mission statement, a stronger brochure and web site and the creation of community advisory boards will go a long way to increase VSCCC's presence in the community, increase membership, increase financial support and ultimately ensure VSCCC's long term financial viability.

#### *Corporate Support*

This effort flows directly out of the Corporate Outreach CAB (see above). Support materials include:

*“Who We Are” Brochure:* This will be implemented as part of the VSCCC Design Scholarship competition. Most of the contents already exist; the addition of the Mission Statement and the Ends Statements we are developing will provide the rest.

*Membership Application:* A version of this already exists. A new format of could be designed as part of the VSCCC Design Scholarship package.

*Member Decals:* We also discussed that the logo could be made into a decal as an in-kind contribution for a local company. This would enable stakeholder/members to demonstrate their support for VSCCC and to present themselves as good corporate citizens in the community.

*Grant Support*

We discussed the possibility of locating national or local grants to develop an air quality educational program that could be used as part of our Education Outreach. Another idea was to hold a Kid's Clean Air Competition that could be used to teach kids and their parent about the importance of clean, to promote VSCCC's objectives and the Coalition itself. The idea is at the formative stage only, no leadership or specific action items were decided upon.

*Other Income*

Our final topic was additional means to generate revenue. There were three discussion topics:

- *Logo Products:* Use the winning logo from the VSCCC Design Scholarship Competition to create T-shirt, hats or other items for sale at public events. We could find a local company to provide in-kind contribution of low or no-cost printing and/or embroidery
- *Affinity Cards:* VISA ([usa.visa.com](http://usa.visa.com)) offers an affinity card program that donates a portion of card revenues to non-profits. VSCCC and/or partners could explore this. More interestingly, there is a Scottsdale company that does college affinity cards ([www.collegevisa.com](http://www.collegevisa.com)). There may be a promotional angle on this: "local company helps to make Phoenix air cleaner," or something of like that.

*Leadership:* No leadership or specific action items were developed for these ideas, because they are largely pending until after our identity design is complete.

**Summary of Activities and Assignments**

Area	Leader	Activity
Community Advisory Board	Mark Riley	Develop Corporate Outreach CAB
	Bill Sheaffer	Develop Education CAB
Membership	Tom Campbell	New Member Recruitment
Improve "Curb Appeal"	Bill Sheaffer	Create Mission Statement
	Mark Riley	Facilitate 2005 Ends Statement Facilitate 2 & 5 Year Ends Statements
	Tom Campbell	Contact DeVry regarding VSCCC Design Scholarship Competition
	Bill Sheaffer	Contact Gateway Community College regarding VSCCC Design Scholarship Competition
Fundraising Strategies	N/A	N/A